

FY25-26 Annual Operations Plan

Final Report

Executive Summary: The FY25-26 Annual Operations Plan served as a guide for operationalizing Accola's strategic plan. Progress against this plan has been reported to the Board on a quarterly basis.

When this plan was established, we could not have anticipated the significant impacts that would unfold during the year, including Operation Metro Surge and unexpected turnover and leaves among our leadership staff. Despite these challenges, we are pleased to report that 8 of the 11 initiatives were completed and 3 were partially completed.

This plan's annual goals are organized around the Mission Impact Criteria approved by the Board as part of the Sustainability Initiative with Tangelo Tree, outlined below.

Given the unexpected challenges encountered during the year, it is remarkable how much of the plan was successfully achieved. The outcomes detailed in this report reflect the dedication and resilience of our staff, board, and partners in advancing Accola's mission.

Participant Impacts

1. **Impact: Stability** – Participants in our programs feel safe and supported in sharing and having basic needs met, providing the stability necessary to work towards other goals
2. **Impact: Empowerment** – Participants in our programs have the skills and tools to access resources and opportunities necessary to achieve their goals in our community
3. **Impact: Spirituality** – Nurtures a personal spiritual connection that provides comfort, healing, and unconditional love of self and others, and spurs action towards social justice.
4. **Impact: Community** – Builds and strengthens community between neighbors, creating the relationships that are foundational for individual and systemic change

Community and Organization Impacts

5. **Impact: Furthering Social Justice** – There are opportunities to further social justice by addressing unmet needs in communities potentially served by this subprogram
6. **Sustaining Accola's Impact**
 - a. **Impact: Excellence in Execution** – Takes advantage of our unique position, strengths, and/or the unique intersection of our program offerings
 - b. **Impact: Fundraising Capacity** – Creates opportunities for fundraising by establishing and nurturing important partnerships, establishing Accola's reputation, and building credibility

Initiative: Comprehensive programmatic review at LIS

Pillar(s): Stability

Person leading initiative: Elisabeth & Janine

Goals:

Q1 Scope defined by end of Q1

Q2 Complete comprehensive analysis of current programming by end of Q2

Q3 Review and report on recommended changes/updates to current programming by end of Q3

Q4 Draft plan for implementing recommendations by end of Q4

✓ **COMPLETE** This full-year review of Learning in Style (LIS) programming is complete. Elisabeth and Janine led a full assessment of current programming, and the team delivered recommendations for programmatic changes and improvements to carry into FY27.

Initiative: Build awareness about Accola's work, make connections across Accola programs and partner organizations, and grow the donor base

Pillar(s): Social Justice

Person leading initiative: Andree

Goals:

Q1 Start community scan, outreach, intake process

Q2 Complete community scan, outreach, and intake process

Q3 Start conducting strategic 1:1s, invite to advisory councils or program planning

Q4 Finish conducting strategic 1:1s, invite to advisory councils or program planning

✓ **COMPLETE** Partner engagement, donor and volunteer recruitment, newsletter distribution, categorizing 100% of existing partners by engagement level, and partner storytelling were all completed this year under Andree's leadership.

Initiative: Implement earned income strategies for expanding opportunities across Accola

Pillar(s): Sustainability

Person leading initiative: Tiffany

Goals:

Q1 Draft project plan

Q2 Defined list of criteria for in-depth Feasibility Study

Q3 Completed study

Q4 Start implementation of low hanging fruit opportunities

✓ **COMPLETE** The earned income feasibility study was completed this year: the team delivered a full report of findings and an implementation roadmap blending near-term, low-lift opportunities with longer-term investments, presented to Finance Committee and Board, selections for FY27 implementation made.

Initiative: Conduct a facilities feasibility study of Sarah's property and make recommendation for future use

Pillar(s): Sustainability

Person leading initiative: Matt

Goals:

- Q1 Meeting with key officials by end of Q1
- Q2 Visit comparable properties currently on the market
- Q3 Make recommendation to either: renovation, rebuild, or purchase
- Q4 Present results and recommendation

✓ **COMPLETE** The facilities feasibility study for Sarah's was completed this year. The team met with City of Saint Paul officials, visited comparable properties on the market, and delivered options for renovating, rebuilding, and purchasing, for Board review.

Initiative: Establish participant informed Accola standards and education for those interacting with participants/residents/clients

Pillar(s): Sustainability Stability

Person leading initiative: Matt with support from SLT (SLT Leads: Janine, Cheryl)

Goals:

- Q1 Identify SLT lead and establish plan
- Q2 Definition of the baseline needs requiring standards and education by October 2025
- Q3 List of existing standards and education, with gaps, by January 2026
- Q4 Final plan developed by end of Q4

✓ **COMPLETE** Baseline participant needs, existing gaps, and required standards and education needs were all defined on schedule this year under Janine's and Cheryl's leads. The team completed a development plan for standards and education deliverables by the end of Q4.

Initiative: Foster a culture that recognizes and nurtures Accola (staff, participants, board, and volunteers) sense of spirituality

Pillar(s): Spirituality Sustainability

Person leading initiative: Matt with support from SLT (SLT Lead: Haven)

Goals:

Q1 Broad definition developed by August 2025

Q2 Develop information gathering strategy by November 2025

Q3 All surveys and conversations complete by March 2026

Q4 Data reviewed by team by April 2026

✓ **COMPLETE** This initiative is complete. Accola explored a shared definition of spirituality and gathered input from staff, participants, board, and volunteers through surveys and guided conversations, closing the year with opportunities identified to share how the spiritual experience is embedded throughout Accola.

Initiative: Practice ways to achieve a cohesive Accola staff culture

Pillar(s): Sustainability

Person leading initiative: Matt with support from SLT (SLT Lead: Andree, Tiffany)

Goals:

Q1 Identify SLT lead and establish plan

Q2 First quarterly meeting is held by December 2025

Q3 Quarterly meetings taking place

Q4 Quarterly meetings taking place

✓ **COMPLETE** Quarterly all-staff meetings were established and held throughout the year. An agency-wide intranet site was developed and launched to bring information to all of Accola staff. Regular updates and communication from the President were introduced, and continued throughout the year. This initiative has converted to an ongoing effort and will move into employee engagement surveys and a continued focus on culture in FY27.

Initiative: Respond to the needs of the time by incorporating participant and community voices in the evaluation and continuous improvement of Accola

Pillar(s): Empowerment / Sustainability

Person leading initiative: Matt with SLT Support (SLT Lead: Elisabeth & Janine, Tiffany)

Goals:

Q2 Evaluate existing feedback tools and data from all programs, ensuring participant and community voice is reflected

Q3 Modify/add tools to incorporate any missing participant and/or community measures, using identified source/criteria

Q4 Establish schedule and process for administering tools and evaluation

● **PARTIAL** This initiative is partially completed. The team assessed current feedback practices and delivered recommendations for incorporating participant and community voice into Accola's evaluation and improvement processes. Rollout of those recommendations, sourcing and integrating new input tools, updating instruments, and setting an administration schedule, was delayed due to transitions in program leadership.

Initiative: Increase access to support and referrals

Pillar(s): Empowerment / Empowerment Spirituality

Person leading initiative: Matt with SLT Support (SLT Lead: Cheryl)

Goals:

Q1 Identify SLT lead and establish plan

Q2 Establish baseline for culturally specific cross program referral, and set measurable goal for expansion

Q3 Track progress on goals for expanded culturally specific cross program referral

Q4 Assess: Increase number of referrals across programs by goal met

❶ PARTIAL Cross-program referrals, legal services, and culturally appropriate spiritual support access were all advanced this year. Legal service expansion ended the year only partially completed: access is being tracked, but expansion was constrained by funding, with applications still pending. Spiritual support expansion also remains partially complete. Program leadership changes delayed the full completion of these initiatives.

Initiative: Design and launch the expanded Wisdom Ways to Accola and the community

Pillar(s): Spirituality

Person leading initiative: Haven

Goals:

Q1 Create overall design for FY26 offerings; determine what to strategically pilot

Q2 Carry out pilot events; seek and integrate feedback to inform development of Q3-Q4 offerings

Q3 Continue implementation

Q4 Complete planned events and develop offerings for next FY

❶ PARTIAL Wisdom Ways 2.0 was partially completed this year. Haven's team partially launched new programming to introduce Wisdom Ways to the broader community, and early reception was mixed. Recommend discussing what worked, what didn't, and how to adjust the approach heading into FY27.

Initiative: Capture and build upon Accola's unique community building model

Pillar(s): Community Sustainability

Person leading initiative: Matt with SLT support (SLT Lead: Andree)

Goals:

Q1 Assign an SLT lead, establish quarterly plan

Q2 All-staff meeting is held by end of Q2, aimed at gathering feedback on existing community building model

Q3 Develop and implement mechanism for gathering community partner insight. Collect feedback data.

Q4 Leverage gathered feedback to document and share existing community building model



● PARTIAL Community partners were identified and segmented based on partnership level (new, emerging, committed) and then categorized based on the depth of each relationship (introductory, collaborative or strategic.) Accola's unique community-building model was finalized, mechanisms are in place to gather community feedback, but we have not yet asked for or collected feedback data. This initiative ended FY26 only partially complete.

Presented to the Board of Directors by Matt Halley on August 20, 2026